

For and About SBA in Region IV

Message from the Regional Administrator

In no other part of our national life does the American genius for innovation, creativity, and self improvement demonstrate itself more than in the small business community. SBA is a testament to the importance that small businesses play in our economy and our culture. Whether you are from Miami, Asheville or Gulfport, the notion of hometown main streets crowded with bustling shoppers and welcoming store fronts strikes a familiar cord.



In a recent column for our external partners, I challenged each of us to keep those main street businesses open and running as proof of the fundamental strength of our economy, our economic system and our way of life. As much as any sector of government, we have the tools to help repair our current economic woes and to keep businesses up and running until the clouds break.

By giving it all we have to give and getting those services to our small business customer we will not only save jobs, but send a message to those around the world who would question our mettle, that we are and will continue to be a nation inspired by our heritage, strengthened by our diversity and sustained through free enterprise.

Nuby



Becoming the Change Agent

Guiding an organization through the change process is not just the responsibility of senior management. It is incumbent upon every individual who holds an interest in the success of the organization to be an active agent for positive change. With the Transformation of SBA officially underway, it is not too early to look at what some change experts have to say that will help all of us meet the challenges ahead and claim ownership of what will soon be the new SBA.

Most of us are not the senior team coaches calling the plays of the game, according to at least one change consultant, Patti Hathaway. SBA, like any other organization, is made up of individuals at every level of authority who share a common interest in making the Transformation a success. In her book, Untying the knots of Change Before You are Fit to be Tied, Hathaway advises that each of us needs to become a cheerleader who is committed to communicating and encouraging those around us; those we manage, our co-workers and our senior managers alike.

With the exact outcomes of the pilot phase of SBA Transformation undetermined, we still have time to look at our own personal aptitude for change, identify potential hurdles to assuming the role of a "Change Agent" within our offices and develop strategies for adopting the attitudes that will take us there.

During the Region IV District Director's meeting in August, Debbie King of Evolution Management, Inc.,

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Today's SBA- Fifty Years in the Making

SBA PREPARES TO CELEBRATE A HALF CENTURY OF SERVICE TO AMERICA'S SMALL BUSINESSES

SBA was created through the ratification of the Small Business Act of 1953, but was initially granted only temporary status. The agency's origins date back to 1932 when the Reconstruction Finance Corporation was created to ease the pressures of the Great Depression and subsequently World War II.

Although operating year to year, there were no real contests to the agency's re-authorization during those early years, according to a brief history of SBA written by former senior staffer Wiley Messick. Employees, many of whom were carried over from SBA predecessor agencies, however, sweated out each extension.

It was 1958 before SBA was finally made permanent. Messick recounts that the Agency was



SBA's first nine Administrators
How many Administrators can you name?
See page 7

run by "experienced, sound credit people and veteran contracting officer personnel" By 1958, the lending activity had grown from 24 business loans and 41 disaster loans totaling \$1.7 million in 1953 to 5,315 business loans and 1,225 loans totaling over \$266 million. In 1963 SBA recognized that the reason most businesses fail is not because they lack money, but because they are badly run. In response the agency sent out a call to retired business people around the country seeking volunteers to donate their time to work with entrepreneurs. Within weeks more than 4,000 qualified retirees responded and SCORE was born. SBA had entered a new era of providing technical assistance and training to businesses.

Continued, see History on Page 7

Charlotte, Miami Ready for Transformation

Contributed by Mike Hernandez, NC PIO

As part of SBA Transformation, The North Carolina and Miami District Offices participated in SBA a week long Customer Relationship Management Training course in March. The training focused on providing seamless service to build valuable, long term customer relationships. Pictured here, Instructor Diane Rhodes of Impact Consulting Services provides a lively and interesting presentation in Charlotte.



SC's Elizabeth Taylor returns to Capitol Hill

Contributed by Marjorie Forney, SC PIO



South Carolina District Office Marketing Chief Elizabeth Taylor departed SBA last month for Washington to serve as a senior policy advisor to the Senate Committee on Small Business & Entrepreneurship.

Elizabeth voluntarily transferred to the S.C. District Office in 1994 as part of the Agency's "right-sizing" that moved employees from Headquarters to field offices. During her tenure in S.C. she spearheaded education and training initiatives, had oversight of resource centers, public information and statewide marketing and outreach activities.

Staff Profile

North Florida's Nancy Alvarez-Hernandez

Contributed by Lola Kress, North Florida Public Affairs Specialist

Economic Development Specialist Nancy Alvarez-Hernandez wears an amazing number of hats in the North Florida District Office. "She is extremely proactive in the office and carries a strong positive attitude with each project" said District Director Willie Gonzalez. Nancy is responsible for 62 of the 154 8(a) firms in North Florida. She covers the Orlando area and often travels to Orlando to create a one-on-one relationship with these firms.

Nancy has been innovative in making the data input for 8(a) more user-friendly for the North Florida District staff by developing a user-friendly, 8(a) Business Development relationship database in Microsoft Access to manipulate and extract information pertaining to the North Florida 8(a) portfolio and to instantly generate Field Office requirement reports. Some of the reports include Annual Update Status Reports, Business Plan Evaluation, Financial Statement Submissions, 8(a) Portfolio listing, Fiscal Year Requirement, etc.



Nancy has been very active, as well, representing the SBA within the community at everything from procurement conferences to The World Congress on Disabilities Expo. She is knowledgeable and effective in relaying the information about the full range of SBA programs and services to perspective and existing small business owners. The North Florida District Office feels very fortunate to have Nancy on the team.

Transitions

FROM THERE TO HERE

John Doriety, North Florida, from AO to BOS
Jane Frankel, Pittsburg DO to North Florida as AO
Rhoda Jones, BO Tech, Kentucky DO to Georgia DO
Robert Chavarria, EDS, South Florida DO to North Florida DO
David Leonard, FD Chief Georgia DO to Lead EDS Alabama DO

SO LONG, FARE WELL

Pam Martin, Georgia DO, AO to DOD
Liz Taylor, South Carolina DO, Lead EDS to Senate Small Business Committee
Gene Burrows, South Carolina DO, Office Services Clerk- Retired
Bob Mergle, South Carolina DO, BOS - Retired

THE HUMAN RESOURCE CENTER

PAUL GUTIERREZ, DIRECTOR

DENVER HUMAN RESOURCE CENTER

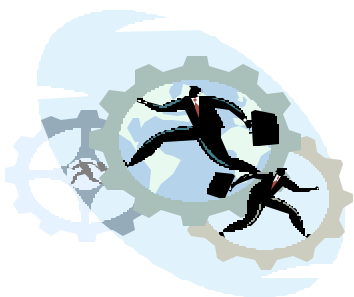
Did you know ???

The Office of Human Resources recently reorganized and is now officially the **Office of Human Capital Management**. While our name has changed, your point of contact (POC) for the following personnel issues/concerns remains the same:

- Payroll and/or Benefits (i.e., TSP, Health & Life Insurance, Parking & Mass Transit), contact **Darrell Miller (303-383-5612)**
- Retirement, contact **Peggy Flores (303-383-5617)**
- All other personnel issues and/or concerns contact **Keithrie "Keesie" Jenkins (303-383-5604)**

Reminder - Mid-Year Performance Reviews Due in April for Bargaining Unit Employees:

A formal progress review is required for all bargaining unit employees at least once during the rating cycle. This occurs at the mid-point of the appraisal period, normally in April. However, providing feedback is an ongoing responsibility for supervisors and managers to ensure expectations are understood.



The progress review is an oral communication between the supervisor and the employee. This discussion should include an exchange of information concerning the performance of the employee as compared to established critical elements and standards. Shortfalls should also be specifically addressed. This is an excellent time to provide feedback on the quality, quantity, and timeliness of work.

Reviews for bargaining unit employees should be documented by memorandum as specified in Article 28, Section 2j of the Master Agreement. Finally, both the employee and rating official should sign Part B of SBA Form 1276. Please contact Ms. Keesie Jenkins at (303)383-5604 with any specific questions about the process.

Time-in-Grade versus

Specialized Experience: Our office receives numerous calls about Time-in-Grade (TIG) restrictions. Confusion arises because employees often link *quality of experience* or *specialized experience* directly to TIG restrictions. The following is provided to help clarify time-in-grade versus quality of experience or specialized experience requirement.

Time-in-grade applies to federal employees in competitive service

General Schedule (GS) positions at GS-5 and above. TIG requires that an employee serve 52 weeks at a particular grade level in order to be eligible for advancement to the next grade level. On the other hand, quality of experience or specialized experience refers to experience that is directly related to the position being filled.

Generally, applicants for positions are current employees who are in the same line of work of the position being filled. When applicants are in the same line of work, the issue is typically clear-cut. If they meet TIG, then they usually meet specialized experience requirements.

However, it is very important to remember that TIG is separate from quality of experience or specialized experience. Thus, an employee may meet TIG, but not have the necessary specialized experience needed for promotion to a particular position.

For example, after one year, a GS-201-11, Human Resources Specialist would meet the TIG requirement for promotion to any GS-12 position. However, if he or she was applying for an Economic Development Specialist, GS-1101-12 position, he or she may not necessarily have the required specialized experience needed for promotion.

**Find Great Human Resource Tools on the
Human Capital Management Web Site**

<http://yes.sba.gov/personnel/hr/>

FEDERAL RESOURCE GROUP PILOT

BRINGS AGENCIES TOGETHER TO HELP SMALL BUSINESSES

How Well Do You Know Your SBA?

1. Which President signed legislation creating SBA?
 - A. Hoover
 - B. Truman
 - C. Eisenhower
2. Name of both House and Senate Appropriations Sub-Committees responsible for SBA's annual spending bill?
 - A. The Small Business Committee
 - B. Commerce, State and Justice and the Judiciary
 - C. Committee on SBA
3. In FY 2002, SBA made... (business Loans only)
 - A. 57,220 loans for \$14 billion
 - B. 27,340 loans for \$ 8 billion.
 - C. 17, 657 loans for \$ 5 billion

Answers on Page 6

To submit articles for Inside Region IV, please email David Perry, Regional Communications Director at david.perry@sba.gov

Coming Next Quarter

SBA Time line – 50 years of Change
Tennessee's David Higgs Profiled
Transformation – Office of the Future



For many small businesses, navigating the bureaucracy in search of federal assistance or advice on regulatory compliance can be overwhelming. An individual business owner may have reporting requirements or need support services from multiple federal agencies. Because agencies typically have their own particular procedures for obtaining information and vary in their degree of accessibility, figuring out where to go and who to talk with leaves many business owners confused and frustrated.

Thanks to the newly formed Small Business Federal Resource Group, Georgia small business owners may soon have the opportunity to meet with representatives from ten or more federal agencies in one location, find answers to their questions about regulations or small business loans and pick up some new ideas about how the federal government can help grow their business.

The Federal Resource Group, or FRG as it is called, is a collaborative creation of the U.S. Small Business Administration and the U.S. Department of Labor, Employee Benefits Security Administration.

Following several successful joint marketing efforts, SBA and the EBSA decided to organize a working group of

federal agencies who provide services or regulatory oversight to small businesses. Participating agencies have a particular focus on small businesses and each provides training and technical assistance on subjects from how to obtain federally backed loans to complying with federal regulations and paying federal taxes. Each agency also shares an interest in providing support to as many small businesses as possible.

Working with Atlanta area Chambers of Commerce and local trade associations, the FRG is planning several outreach events in the coming months. Each event will include plenty of opportunities for small businesses to talk one-on-one with agency representatives and to attend informational seminars.

The FRG is a joint project of the Atlanta Regional Office and the Georgia District Office. It is being tested as a pilot with the hope of organizing FRG working groups across the Region.

FRG Agencies

SBA
IRS
The Postal Service
OSHA
SSA
DOL Women's Bureau
Office of Federal Contract Compliance
MBDA
USDA
Department of Homeland Security, Border and Transportation Security

Special Feature

The International Trade Route

Ray Gibeau, Atlanta USEAC

Have you ever wondered why funds for travel are so tight in field offices, yet we read about the Office of International Trade taking trips to Peru, Costa Rica, Egypt, Nigeria, etc. Well the truth is OIT is doing what we are all being challenged to do, using creativity in finding ways to accomplish our goals: in this case, leveraging the Small Business Administration's position as a well recognized expert on small business. It is our focus and we are good at it. Other Agencies, who have funding, many times are directed to provide a service that involves small business but they recognize that that is not their focus and they turn to SBA. Department of Commerce recently paid for the Director of the Office of International Trade to travel to Peru, deliver the luncheon speech and meet with key trade people. U.S. Agency for International Development (USAID) has provided funds for SBA to help establish centers in Egypt, and Nigeria similar to the Small Business Development Centers. Overseas Private Investment Corporation recently established a Small Business Center in Washington and again drew on the expertise of SBA including appointing a former District Director, Gary

Keel as the director of the center. Foreign Agricultural Service receives nearly half of the total Government funding to promote international trade and they have been involved in our ExportAG program to train value-added food product exporters. On a more local level, Bureau of Industry and Security, responsible for export licenses, had a program scheduled in Savannah, Georgia and the local Department of Commerce person had retired. Again they drew on the

SBA from the Export Center in Atlanta and paid for the trip to Savannah to cover the 2 ½ day meeting.



So in these times of tight budgets, it does not hurt

to partner with other federal and state agencies to promote Small Business and many times, those partners are willing to fund the expenses in order to draw on our expertise and experience. And who benefits? Small Business does. They can now better access markets in over 200 countries in the world with nearly 6 billion customers. But more on that later.....

Black History Month Celebration Recalls Happy Moments in Turbulent Times

As a part of SBA's Black History Month program in Georgia, Betty Norwood, IG Auditing, delivered a dramatic presentation of Paul Laurence Dunbar's historic work, "The Party", which recounts an antebellum plantation party. Betty, a native of Alabama, has preformed

in community theater. She was drawn to this particular work because it demonstrates how people seek entertainment and find happiness even in the most adverse situations. Born in 1872, Paul Laurence Dunbar was the first African-American poet to garner national critical acclaim. More of his work and his biography can be found at <http://www.plethoreum.org/dunbar/>.



Answers to Trivia Quiz

1. C
2. B
3. A

Check out these web sites

www.sba.gov/50 - Fiftieth Anniversary news
<http://yes.sba.gov/scorecard/> - Goal attainment

History

Continue from page 2

The SBDC's followed in the early 1980s, as did BICs and women's centers in subsequent years. SBA's management of government contracting and business development programs were also added over the years, increasing the Agency's resources to help businesses grow.

In our first twenty years of operation, just over 191 thousand small businesses received SBA direct or guaranteed financing. With the growth of the loan guarantee program and improved efficiency within the Agency, SBA has touched roughly the same number of business in just the past three and a half years. Not bad for an agency that started out as an experiment of odd and ends left over from depression and war era agencies.

SBA Administrators

9 Hilary J. Sandoval 1969-1971	8 Howard J. Samuels 1968-1969	7 Robert C. Moot 1967-1968
6 Bernard Boutin 1966-1976	5 Eugene F. Foley 1063-1965	4 John E. Horn 1961-1963
3 Philip McCallum 1959-1961	2 Wendell B. Barnes 1954-1959	1 William D. Mitchell 1953

Administrators as Pictured on Page 2

Administrators not Pictured

Thomas S. Kleppe (1/18/71-10/12/75)

Mitchell P. Kobelinski (2/12/76-3/04/77)

A. Vernon Weaver (4/1/77-1/20/81)

Michael Cardenas (3/30/81-2/03/82)

James C. Sanders (3/29/82-3/31/86)

James Abdnor (3/23/87-4/20/89)

Susan Engeleiter (4/20/89-3/27/91)

Patricia Saiki (3/27/91-1/20/93)

Erskine B. Bowles (5/12/93-10/6/94)

Philip Lader (10/8/94-2/11/97)

Aida Alvarez (3/7/97-1/20/01)

Hector V. Barreto Jr. (7/25/01-present)

Change

Continued from Page 1

posed ten question to determine potential as a Change Agent or a Change Avoider.

If you answer yes to all ten questions, you are the master of change. Yes to at least 5 and you are on your way, three or less and you may need some support to get you in the change mindset.

1. You always feel as if you are in a growth mode.
2. You find yourself relying more than ever on your intuition/feelings.
3. You are thoughtful and yet directive.
4. You see situations from other perspectives (not just through your own eyes.)

5. Things don't move fast enough – your level of patience is consistently tested and pushed to the max.
6. You constantly revisit your own values.
7. You truly know who you are and you are consistent in your actions.
8. Your frankness with yourself helps you relate to others.
9. Your greatest joy is doing for others, so they can do for themselves.
10. You understand that you must care for yourself, no one else can.

Sources: Untying the knots of Change Before You are Fit to be Tied, Patti Hathaway, Copyright 1999. Debbie King, training material developed for Region IV District Directors Meeting, August 2002

PHOTO FILE



Administrator Hector Barretto meets with the North Florida District Office on a recent visit to Jacksonville.



Nuby Fowler with Mississippi DD Janita Stewart at the MIS Governor's Small Business Conference

Below, Andre Travis, FITS, and David Perry, RCD, receive service awards



Representatives of SC business organizations with DD Elliott Cooper and Nuby Fowler at the opening of the SC women's Business Center

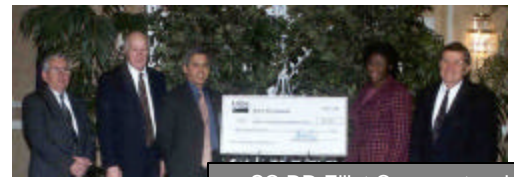


Celebrating Black History Month
SBA staff in Atlanta model traditional African dress

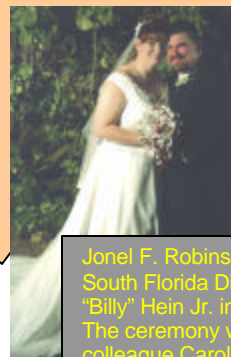
Nuby Fowler with
US Commerce
Secretary Don
Evans and
Georgia Governor
Sonny Perdue



Got a shot to share, send it to david.perry@sba.gov along with a description of the picture.



SC DD Elliot Cooper at a check presentation with representatives from US and SC rural development agencies.



Jonel F. Robinson, a lender relations specialist in the South Florida District Office in Miami, married William "Billy" Hein Jr. in a Feb. 15th ceremony in south Miami. The ceremony was performed by Jonel's friend and colleague Carol A. Doubleday, Administrative Officer in the district. Congratulations to Jonel and Billy.



Tennessee Phil Mahoney, Ray Gibeau of the USEAC, James Hudson, IG Auditing and Georgia DD Terri Denison at last year's DD meeting in Atlanta